

11 MAY 2004



Command Policy

COMMAND SECTION ACTION OFFICER'S GUIDE

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(MSgt Franklin B. Harman)

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This instruction implements policy in AFD 90-1, *Policy Formulation*. Use this instruction in conjunction with AFMAN 33-326, *Preparing Official Communications*, and AFH 33-337, *The Tongue and Quill*. This instruction outlines procedures for preparing and processing correspondence for the 42 ABW Wing Commander, Wing Vice Commander and Command Chief Master Sergeant. Guidance for suspenses, official memorandums, electronic coordination, messages and staff summary sheets (SSS) is included. It applies to the 42 ABW staff and associate organizations and includes policies and procedures unique to the wing command section. This publication does not apply to Air National Guard (ANG) and Air Force Reserve Command (AFRC) units; however it does apply to Air Reserve Component (ARC) members assigned to the 42 ABW staff. Maintain and dispose of records created as a result of processes prescribed in this publication in accordance with AFMAN 37-123, *Management of Records*, and the Records Disposition Schedule (RDS). See Attachment 1 for glossary of references and supporting information.

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Chapter 1

General Guidance

1.1. Every effort should be made to electronically staff and coordinate command section correspondence at the 42 ABW. The goal of electronic coordination is to reduce the amount of paperwork in the headquarters, thus increasing the speed and efficiency of staff coordination. Electronic mail (e-mail) can be a very effective and inexpensive medium for communication; however, if not used properly, it can lead to information overload and confusion.

1.2. The focal point for all communications addressed to the 42 ABW command section is the wing administrative section (42 ABW/CCEA). All electronic and hard copy correspondence going to or coming from the command section is routed through and monitored by 42 ABW/CCEA.

1.3. Agency chiefs, group commanders, deputies, squadron commanders or contractor equivalents, should review and sign the staff summary sheet. Forward hardcopy staff summaries (AF IMT 1768, **Staff Summary Sheet [SSS]**) to 42 ABW/CCEA. Forward electronic staff summary sheets (ESSS) to 42 ABW/CCEA inbox. All SSSs/ESSSs must be coordinated through the appropriate group or contractor equivalent. The purpose of the SSS is to clearly communicate issues to the command section and to show that all coordination has been done.

1.4. Include the suspense tracking number and title in the subject of the SSS/ESSS (see Attachments 2 and 3 for further guidance). Include the originating question and relevant

background information with the response. Write succinctly, answer questions within the body of the staff summary and if necessary, include background as attachments or icons to the staff summary.

Chapter 2

Action Officer (AO) Responsibilities

2.1. Ensure correspondence is essential, timely, clear, concise, well organized and correct in format, grammar and spelling.

2.2. All correspondence forwarded to the command section will have an associated ESSS or SSS. The executive officer is the only person who can waive this requirement.

2.3. Ensure formal coordination is accomplished through the group or contractor equivalent front offices prior to forwarding to the command section, include all offices of coordinating responsibility (OCR). Packages received without proper coordination will be returned for rework. Note: If an office is mentioned in the SSS/ESSS, then it should be included in the coordination process.

2.4. Ensure the action required on correspondence is completed in time to give coordinating and approving officials outside the command section a reasonable time to review and/or sign before the suspense date. If more time will be required to complete the tasking, request an extension as early as possible (see paragraph 3.3 for guidance).

2.5. The AO owns the package from start to finish and needs to know the status of the package and its whereabouts at all times. The AO is responsible for tracking the package until such time as the final message, memorandum, etc., is signed, the AO has transmitted it and the AO has confirmed the requesting agency has received it.

Chapter 3

Suspense Tasking Process

3.1. Suspense Initiation. 42 ABW/CCE initiates suspenses through 42 ABW/CCEA via e-mail directly to organizational (e-mail) inbox.

3.2. Suspense Tracking Numbers. Suspense tracking numbers originating from the command section begin with "CC," followed by a 6-digit numerical identifier. Include the command section suspense tracking number in the subject line of all correspondence (including e-mail subject lines) when the package is sent out for coordination.

3.3. Changing Suspense Date. Packages are due to the command section NLT 1200 hrs on the established suspense date. Agency chiefs, group commanders, their deputies, squadron commanders or contractor equivalents will submit requests for extensions via e-mail to the 42 ABW/CCEA inbox for 42 ABW/CCE approval NLT 24 hours prior to the established suspense. Only under extraordinary circumstances will extensions be approved inside of this time frame. The AO will notify 42 ABW/CCEA if an extension to higher headquarters suspense has been granted.

3.4. Redirecting Suspense. If the tasked wing staff agency, group, squadron or contractor equivalent believes a different unit within the 42 ABW should assume primary responsibility for a specific suspense, then the appropriate executive officer should work the issue and inform 42 ABW/CCEA. Remember, until the other organization takes responsibility and the 42 ABW/CCE changes the OPR, the original organization tasked is responsible for the action. If the unit believed to assume primary responsibility is outside the 42 ABW, then coordinate with 42 ABW/CCE to transfer responsibility. The tasked staff agency, group, squadron or contractor equivalent still maintains responsibility until responsibility is transferred.

3.5. Suspense Coordination. The OPR AO is responsible for ensuring formal coordination is accomplished with each agency/group/squadron having a functional interest, regardless of whether or not they are included in the suspense as OCRs.

3.5.1. Initial Coordination. When given a tasking, the AO should research the proposed solution and prepare a draft answer/staff position. This process should include initial coordination with, and inputs from, other action officers or agencies involved (OCRs on the suspense).

3.5.2. Bottom-line Coordination. The AO gets bottom-line coordination with those who have a conceivable connection with their project; three-letter and below. This is best done in the draft stage. Resolve differences before seeking top-line coordination. Coordination with organizations outside of the 42 ABW, through the appropriate channels, is sometimes required. Expedite coordination by making simultaneous shotgun distribution to all coordinating offices. Telephonic coordination is also approved, providing proper documentation is included in the package with background material.

3.5.3. Top-line Coordination. Top-line coordination at the wing level is next. Don't expect the agency/group/squadron to sign a staff summary sheet, or other document, to 42 ABW/CV or CC if all coordination is not complete.

3.5.4. Adding or Removing Offices of Coordinating Responsibility (OCR). If an agency/group/squadron is added to the suspense as an OCR, the OPR executive officer should notify 42 ABW/CCEA via e-mail of the addition of an OCR. If an agency/group/squadron listed as an OCR has no functional interest in a specific suspense, the OPR may also request the OCR be removed from the suspense.

3.5.5. Required Coordination on Funding Issues. This guidance is only for packages where funding is an issue. 42 ABW/CCB must be an OCR and provide coordination on all packages and briefings involving current or future funding issues.

3.6. Final Top-line Processing. Once the agency/group approves the package, the package is electronically forwarded to the 42 ABW/CCEA inbox. Hardcopy packages are coordinated and processed the same as electronic and delivered to 42 ABW/CCEA.

3.6.1. Packages are assembled and sent to the command section as described in Attachment 3.

3.6.2. Packages in response to taskers which are not sent to the command section by the required suspense date will be considered late and the task subject will be identified in red on the 42 ABW/CCEA Daily Suspense List.

3.7. Command Section Processing. 42 ABW/CCEA will process all packages for the command section, release all messages for 42 ABW/CC, CV and CCE and return the package to the appropriate agency/group/contractor equivalent. Appropriate agency/group/contractor equivalent will release all memorandums signed in the command section.

3.8. Packages Requiring Rework. Packages returned for rework will have additional guidance for the OPR in order to satisfy the requirements of the suspense prior to resubmission.

3.8.1. Packages returned by the command section for additional work or coordination will go back through the OPR's group/contractor equivalent. It may or may not include an amended suspense date, depending on the criticality of the information required.

3.8.2. The OPR should expedite changes and return the reworked package to 42 ABW/CCEA, along with the original, annotated material (if provided in hardcopy), to include any guidance memorandums and additional suspense notes. In cases involving major changes or changes to policy or guidance, additional coordination with OCRs may also be necessary as determined by the OPR.

3.8.3. A package initiated by a wing staff agency/group/squadron/contractor equivalent and therefore, having no command section suspense date, may be returned for additional work or coordination prior to final acceptance and/or processing. The OPR should include the annotated material with the returned package.

Chapter 4

Correspondence Distribution and Package Format (Hard copy and/or Electronic)

4.1. Some packages will be required in hardcopy format. Submit the package in hardcopy if the package has 20 or more pages, is classified, or has more than 10 memorandums for signature. Wing staff agency/group/squadron/contractor equivalents will submit a hardcopy package using a SSS if it requires coordination or action with 42 ABW/CC, CV and/or CCC calendars (for example, proposed dates for scheduling events or conferences; invitations to 42 ABW/CC, CV and or CCC to speak or officiate at events or ceremonies). This process can be electronic prior to the point of delivery to 42 ABW/CCEA.

4.2. Each wing staff agency/group/squadron will courtesy copy the 42 ABW/CC organizational box when significant e-copy communications are dispatched outside this wing at the time of transmittal.

4.3. Contractor equivalents will forward significant e-copy and hardcopy communications as described in paragraphs 4.2 and 4.3 as long as it maintains good faith and meets the legalities of the contract.

Chapter 5

Special Handling or Processing Requirements

5.1. Information Requiring Priority Handling. When delivering a time-sensitive package to the command section, the agency chief, group executive officer or civilian equivalent should notify 42 ABW/CCEA staff of the need to expedite the package. The AO must remain at work or in close contact with the 42 ABW/CCE to ensure the package is completed and does not require additional work or coordination.

5.2. Sending Sensitive Information to the Command Section. Sealed envelopes must be used to transmit sensitive information to the command section and must be processed through 42 ABW/CCEA.

5.3. Sending Classified Information to the Command Section. Classified packages hand-carried to the command section must be processed through 42 ABW/CCEA. Mark packages with appropriate classification, security markings and downgrading instructions. Attach classified cover sheets on the front and back of classified packages.

5.4. 42 ABW Policy Memorandums, Messages and Publications. Any correspondence establishing, revising or rescinding wing policy will be approved at least at the wing staff agency level. Send a copy of agency/group-approved policy to the command section for information. Forward those policy decisions of direct interest of the commander to the command section for approval.

5.5. Contractor Visit Packages. When possible, these packages are due to the command section 14 calendar days prior to visit.

Chapter 6

General Guidelines for Written Communication

6.1. Correspondence Standards. The AETC standards for preparing written correspondence are AFMAN 33-326, *Preparing Official Communications*, and AFH 33-337, *The Tongue and Quill*. The goal is to produce correctly formatted, accurate correspondence consistent throughout the Air Force.

6.1.1. Abbreviations. Do not use abbreviations (to include military rank) in correspondence where style, elegance and formality are important.

6.1.2. Letterhead. Use wing 3-line, generic blue letterhead or computer-generated letterhead for correspondence signed by 42 ABW/CC, CV, CCE or CCC.

6.1.3. Commander and Vice Commander Stationery. Certain personal letters may be prepared on Office of the Commander stationery. For format, see the sample in Attachment 4. 42 ABW/CCS (Secretary) is the focal point for obtaining stationery for commander or vice commander personal memorandums.

6.1.4. Dating Memorandums. 42 ABW/CCS dates all approved memorandums prepared for command section signature.

6.1.5. Font Sizes. The standard font settings for all command section correspondence committed to hardcopy and e-mail is Times New Roman, 12-point, black font.

6.2. Official Memorandums. Follow guidance as provided in AFMAN 33-326 and AFH 33-337 and see examples at Attachments 4, 5 and 6.

6.3. Personalized Letters. Follow guidance as provided in AFMAN 33-326 and AFH 33-337 and see example at Attachment 7.

Chapter 7

AF IMT 1768, Staff Summary Sheet (SSS)

7.1. SSS Purpose. Use a SSS to send information to or request action from 42 ABW/CC, CV and CCE. The SSS should be self-contained with no attachments unless absolutely necessary. It is also appropriate to send information copies to addressees other than 42 ABW/CC, CV and CCE.

7.2. SSS Preparation. Although the e-mail format staff summary (Attachment 2) is the preferred method for getting information to the command section, use of the AF IMT 1768 (Attachment 3) is also acceptable.

7.2.1. Packages destined for 42 ABW/CC must be routed to 42 ABW/CCEA in the following manner: 1) 42 ABW/CCC--for issues or programs that affect enlisted personnel, 2) 42 ABW/CCE, 3) 42 ABW/CV and 4) 42 ABW/CC.

7.2.2. The agency chief, group commander or deputy, squadron commander or contractor equivalent must sign the SSS.

7.2.3. Include funding information in the body of the SSS. Refer to paragraph 3.5.5 for required coordination on packages involving funding issues.

7.3. Coordination and Approval Guidelines.

7.3.1. Packages must clearly reflect required coordination, with those directed by the command section at a minimum.

7.3.2. The senior individual or formally designated representative in the staff agency (OPR or OCRs) must sign or approve as the coordinating authority. Coordination by sub elements of the staff agency may be shown on the coordination sheet.

7.3.3. Prior to coordination, the OCR should notify the AO if they believe a package requires inputs by a staff agency/group/contractor equivalent other than those already listed as OCRs, then the OCR must clear the additional coordination with the AO's executive officer so the package can continue to be tracked.

7.3.4. Providing a copy of a SSS does not constitute coordination.

7.4. Replacing a Defaced SSS. If a SSS is defaced in the coordination process, reaccomplish the sheet and type the name, grade and date of original coordination in the appropriate block. Include the CC tracking number in the subject line.

7.5. Comments. Normally, comments are included only for nonconcurrence. However, AOs are authorized to include comments that may reflect significant concerns, but don't necessarily indicate nonconcurrence.

7.6. Nonconcurrency. The following pertain to agency/group/contractor equivalent-level nonconcurrency:

7.6.1. the nonconcurring agency/group/contractor equivalent must prepare a memorandum, addressed to the originating directorate, stating reasons for nonconcurrency and return it with the SSS to the originating directorate/OPR.

7.6.2. On a hardcopy SSS, the nonconcurring official must write, in ink, the statement, "Nonconcur, see comments" in the "Signature" column of the SSS opposite his or her office symbol.

7.6.4. The OPR must state the reasons why the SSS should not be changed.

7.6.5. The OPR will attach the rebuttal and nonconcurrency memorandums to the original SSS as additional tabs.

7.6.6. If the differences are resolved, the official who originally nonconcurred will indicate concurrence by marking through the statement "see comments" on the form and signing his or her surname and date just to the right.

7.6.6.1. The memorandum of nonconcurrency must be marked "Differences Resolved" and initialed by the OPR or designated official.

7.6.6.2. The nonconcurrency memorandum may then be removed from the formal SSS package and attached to the coordination or record copy. The SSS is then routed to the next addressee shown on the form.

7.6.7. If it is necessary to significantly change the SSS or any of its attachments, the AO must prepare a new SSS and process it as a new package.

7.7. Arranging Your Package. (See example at Attachment 8)

7.7.1. Place correspondence submitted to the command section on the right-hand side of the folder (i.e., MSG-green, MDG-yellow, Staff Agencies-tan and HOT (<72 hrs due to HHQ)-black. If a disk is included, ensure it is secured with a binder clamp.

7.7.2. Include the original documents and notes.

7.7.3. Tab order is as follows:

7.7.3.1. Tab 1. Correspondence or document requiring action (for example, signature, coordination, etc.).

7.7.3.2. Tab 2. Tasker/basic correspondence that generated the package (for example, CSAF memorandum, HQ AETC/CC message, HQ AETC/DS tasker, etc.).

7.7.3.3. Tab 3 (and more as necessary). Background material.

7.7.4. Remove all extraneous material from packages, for example, internal memorandums, duplicate copies, etc., before submitting to the command section.

7.7.5. Proofread and conduct a thorough spelling/grammar check on the finished product.

7.8. Decorations. Decorations are due in hardcopy to the wing command section 30 calendar days prior to the desired presentation date or 30 calendar days prior to the projected PCS date, whichever comes first.

7.8.1. Tab 1: Decoration certificate, plus one blank certificate.

7.8.2. Tab 2: DÉCOR 6.

7.8.3. Tab 3: EPRs during time period of inclusive dates.

7.8.4. Tab 4: Decorations during inclusive dates.

7.8.5. Tab 5: Late letter if necessary.

7.9. Evaluations. OPRs/EPRs for Major and below are due to the wing command section no later than 10 days after the closeout date. OPRs for Lt Cols and above are due no later than 7 days after the closeout date. All evaluations must be received in hardcopy form, signed by all parties and coordinated through the appropriate group.

7.9.1. Tab 1: OPR/EPR

7.9.2. Tab 2: OPR/EPR rip

7.9.3. Tab 3: For Major and below, copy of last OPR/EPR; for Lt Col and above, copy of last two OPRs

7.9.4. Tab 4: Late letter if necessary.

7.9.5. Tab 5. Lt Col and above, PIF certification statement signed by squadron/group commander.

Chapter 8

Award Presentations

8.1. Often times it will be appropriate for the squadron or group commander to present awards to individual award winners. Other times, depending upon the specific circumstances, it may be appropriate for the wing commander to present such awards.

8.2. Route all requests for 42 ABW/CC presentations through 42 ABW/CCE. Generally, the wing commander will present annual awards won at the MAJCOM or higher level. In these circumstances, the wing commander prefers to visit the person in his/her workplace to present the award in front of co-workers and peers. If that is not possible, presentation may be arranged for the wing staff meeting. Contact 42 ABW/CCE (x3-4200) to coordinate. Each group/squadron is responsible for arranging photographic support for presentations made in the workplace. 42 ABW/CCE will arrange photographic support for presentations made at wing staff meeting. A "smart card" including the person's name, rank, organization, family information, background, and what he/she accomplished to win the award must be provided to 42 ABW/CCE a minimum of 5 days prior to the presentation.

Chapter 9

Briefing Read A-heads and Attendance Lists

9.1. Submit briefing read a-heads and attendance lists to the 42 ABW/CCS and 42 ABW/CVS Inbox, no later than close of business, 2 business days prior to the scheduled briefing.

9.2. Comply with the format sample at Attachment 11 for attendance lists with attached read a-heads that are forwarded to the command section.

9.3. Submit final event briefs in hardcopy to 42 ABW/CCEA no later than close of business, 5 business days prior to the scheduled event. Include appropriate number of copies; 42 ABW/CCS will make distribution.

9.4. Comply with the format guidelines as shown in the event brief example (see Attachment 10) and ensure all pertinent information is provided prior to forwarding to the command section. Coordinate event briefs through 42 ABW/CCX prior to sending to the command section.

9.5. IMTs Adopted: AF IMT 1768, **Staff Summary Sheet**.

JOHN A. NEUBAUER
Colonel, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 90-1, *Policy Formulation*

AFI 33-119, *Electronic Mail (E-mail) Management and Use*

AFMAN 33-326, *Preparing Official Communications*

AFH 33-337, *The Tongue and Quill*

AFMAN 37-123, *Management of Records*

Records Disposition Schedule (RDS)

Abbreviations and Acronyms

AIG—address indicating group

AO—action officer

OCR—office of coordinating responsibility

OPR—office of primary responsibility

SSS—staff summary sheet

Terms

Action Officer (AO): The person within the OPR or OCR who takes the lead on the tasking within his or her staff agency, group, squadron or contractor equivalent. An AO must be assigned for each OPR and OCR. The AO has the ultimate responsibility to ensure the task is complete.

Bottom-Line Coordination: The process of coordinating with a group-level office. Also, referred to as 3-letter coordination.

Command Section: The Commander (CC), Vice Commander, (CV), Command Chief (CCC), and Executive Officer (CCE) of the 42d Air Base Wing and the associated staff.

Office of Coordinating Responsibility (OCR): The agency, group or civilian equivalent responsible for reviewing the tasking and providing input to the OPR in a timely manner. Negative replies are required from the OCR to the OPR.

Office of Primary Responsibility (OPR): The agency, group or civilian equivalent responsible for preparing, coordinating and monitoring the progress of correspondence and ensuring the task is complete. This is a beginning-to-end responsibility.

Suspense: A task or request generated by the command section requiring an agency, group or civilian equivalent, to provide information, updates, briefings or policy proposals in response. Normally involves the preparation and submission of a package, to include a summary of

information in the form of a staff summary sheet (SSS), with associated background information such as a bullet background paper (BBP), briefing and/or policy letter, memorandum or message for approval, signature and/or release by the command section. Also referred to as a tasking/tasker.

Suspense Date: Date a reply is due to the command section for a specified task.

Suspense Tracking Number: Unique designator assigned to a command section task (suspense) facilitating tracking, filing and reference actions. Suspense tracking numbers are normally formatted as CCYYMM##.

Top-Line Coordination: The process of coordinating with a wing-level office. Also referred to as 2-letter coordination.

*Attachment 2***E-MAIL FORMAT STAFF SUMMARY**

-----Original Message-----

From: Burns, Amy Lt, 42 MDG/CCE

Sent: Friday, August 9, 2003 7:48 AM

To: 42 ABW/CCEA INBOX

Subject: CC - EXAMPLE OF AN E-MAIL FORMAT STAFF SUMMARY (ex CC030415)

42 ABW/CCC	Coord (all enlisted)
42 ABW/CCE	Coord
42 ABW/CV	Coord
42 ABW/CC	Appr

-----STAFF SUMMARY

AO: Capt John Smith, Office Symbol, DSN #

SUSPENSE: Suspense Date & CC Tasker #

Coordination: List the offices that have coordinated on your package, including surname, grade, and date, in column format as illustrated immediately below. This shows bottom-line coord.

42 MDOS (surname/grade/date)
42 ADOS (surname/grade/date)
42 MDSS (surname/grade/date)

Information: CE, SF, DP (if an office is listed here, it means AO provided an information copy)

1. **PURPOSE or ISSUE.** This paragraph should clearly state the purpose of the SSS--to obtain CC approval or provide information. This is an example of an "Action" e-mail format staff summary going from a group to the command section. All packages should be sent to 42 ABW/CCEA inbox. The subject line starts with an "A" (action package) or "I" (information package), the agency or group of origin and then the subject. For example: A – MDG - E-mail Format Staff Summary (CC030415).

2. **BACKGROUND.** This paragraph the AO should provide a concise statement of issues surrounding the SSS. If it will take more than one page, include attached talking paper or briefing. The first entries of the e-mail indicate command section routing/action requested. Agencies, groups or contractor equivalents are responsible for removing/deleting everything above the command section routing prior to sending to 42 ABW/CCEA. The individual who coordinated will enter name and date. For example: CCC Coord Moore, CMSgt, 15 Jul 03 (See attached comments).

3. **KEY POINTS.** Immediately below the routing section, create a break. A break is a short line followed by the heading of the material to follow (for example, STAFF SUMMARY, TAB 1, MESSAGE, LG NOTE, etc.).

4. The next four lines indicate: (1) AO information, (2) CC tasker number/suspense, HHQ suspense (if applicable), (3) agencies, groups or contractor equivalents that have coordinated on the package and (4) others who received an information copy. Incorporate pertinent views from other directorates in the summary. If a separate note needs to be added, indicate on the coordination line (see paragraph 2 above). All notes are attached as a tab at the very end of the entire package. Also, if an agency chief, group CC or contractor equivalent does not concur with the originator, and the differences cannot be resolved, they should note "See Comments" in the coordination column opposite their office symbol. The comments along with a rebuttal memorandum should be attached to the package as Tabs (see paragraph 7.6).

5. Prepare the body of the staff summary in numbered paragraph format using the same succinct, clear writing style recommended for the traditional SSS. Use Times New Roman font, 12-pitch, black font color. Utilize the same headers as shown at Attachment 3. However, do not indent subparagraphs. Type all signature blocks and tabs flush left. The e-mail format staff summary will be "signed" by the agency chief, group commander or deputy, or contractor equivalent.

6. Separate tabs by a line-break as shown below. Like the traditional SSS, documents to be acted upon are found at Tab 1. If practical, the information in the tabs should be typed directly into the e-mail. If MS Word, PowerPoint, etc., documents need to be attached, the applicable icons should be located after the appropriate tab break.

7. RECOMMENDATION. 42 ABW/CC approve attached electronic action package format at Tab 1.

NOTE: Make sure the purpose action column of the SSS/ESSS, the purpose and the recommendation match; i.e., if the one says sign, they all should say sign.

//signed/initials/date//

TOMMY L. JONES, Colonel, USAF
Commander, 42 MDG

3 Tabs

1. Electronic Action Package Format
2. CC Tasker, (CCT030415)
3. Background Material/Comments

----- Tab 1-Electronic Action Package Format

Information can either be typed directly into the text of the e-mail or attached as an icon. Tab 1 is always the document for action (signature/coord).

----- Tab 2-Basic Correspondence/Command Section Tasker (CCT030415)

Tab 2 is the location of the basic correspondence that generated the staff summary (for example, CSAF memorandum, 42 ABW/CC message, 42 ABW/CCE tasker).

----- Tab 3-Background Material/Comments

Tab 3 is background material or comments.

Attachment 3

EXAMPLE AF IMT 1768, STAFF SUMMARY SHEET

STAFF SUMMARY SHEET							
	TO	ACTION	SIGNATURE (Surname), GRADE AND DATE		TO	ACTION	SIGNATURE (Surname), GRADE AND DATE
1	42MDG CCC	Coord		6	42 ABW CCC	Coord	
2	42MDG CCE	Coord		7	42ABW CCE	Coord	
3	42MDG CD	Coord		8	42ABW CV	Coord	
4	42MDG CC	Coord		9	42ABW CC	Sign	
5	42ABW CCEA	Coord		10	42MSS DPM	Disp	
SURNAME OF ACTION OFFICER AND GRADE			SYMBOL		PHONE		TYPIST'S INITIALS
Maj Doe			42 ADOS/SGGD		3-6029		smb
SUBJECT							DATE
EPR--MSgt Johnson							20040501
SUMMARY							
<p>1. At tab 1 is the EPR on MSgt Sonya Johnson which is submitted for review. Tab 2 contains the rip. Last copy of EPR in tab 3 and late letter in tab 4.</p> <p>2. RECOMMENDATION: 42 ABW/CC review/approve EPR.</p> <p>JANE M. DOE, Lt Col, USAF Commander, Aeromedical-Dental Squadron</p> <p style="text-align: right;">4 Tabs 1. EPR 2. EPR Rip 3. Last copy of EPR 4. Late Letter</p>							

Attachment 4

OFFICIAL MEMORANDUM FORMAT



DEPARTMENT OF THE AIR FORCE

42D AIR BASE WING (AETC)
MAXWELL AIR FORCE BASE ALABAMA

MEMORANDUM FOR HQ USAF/XO

FROM: 42 ABW/CC
50 LeMay Plaza South
Maxwell AFB AL 36112-6334

SUBJECT: Official Memorandum Format For Off Base Correspondence

1. This format is used when sending correspondence off base. Use appropriate letterhead and include a complete return address.
2. Leave the date blank when requesting a command section signature.
3. The format of the letter will be IAW AFMAN 33-326, *Preparing Official Communications*. The signature element will always consist of a three-line signature block for the wing commander and wing vice commander, and a two-line signature block for all other ranks.

(4 blank lines)

JOHN A. NEUBAUER (indented 4.5")
Colonel, USAF
Commander

Attachment:
Background Information

cc:
SAF/AAI

Attachment 5

MULTIPLE ADDRESS MEMORANDUM FORMAT (BOTTOM OF PAGE)

**DEPARTMENT OF THE AIR FORCE**42D AIR BASE WING (AETC)
MAXWELL AIR FORCE BASE ALABAMA

MEMORANDUM FOR SEE DISTRIBUTION

FROM: 42 ABW/CC

SUBJECT: Preparing Multiple Address Memorandums

1. Although printing the distribution list for a multiple address memorandum on a separate page as an attachment is the most advertised method, there's another way to enhance clarity and save paper.
2. When your distribution list is too large to place in the MEMORANDUM FOR element, use the DISTRIBUTION element as outlined in AFMAN 33-326, paragraph 3.5.5.
 - a. Place your distribution list two lines below the last attachment (if used), courtesy copy (cc) element or where the attachment element would begin if attachment and "cc" elements were not used.
 - b. Circle, underline or highlight each addressee's copy.
3. List addressees on a separate page when the address list is too long or includes a complete mailing address for each addressee (see Attachment 7).
4. The complete mailing address does not need to be reflected in the "FROM:" element if all addressees are located on Maxwell AFB.

(4 blank lines)

JOHN A. NEUBAUER (indented 4.5")
Colonel, USAF
Commander

DISTRIBUTION:

42 ABW/HC	42 ABW/XP	42 MDG
42 ABW/SE	42 ABW/IG	42 MSG

Attachment 6

MULTIPLE ADDRESS MEMORANDUM FORMAT (SEPARATE PAGE)



DEPARTMENT OF THE AIR FORCE

42D AIR BASE WING (AETC)
MAXWELL AIR FORCE BASE ALABAMA

MEMORANDUM FOR SEE DISTRIBUTION

FROM: 42 ABW/CC
50 LeMay Plaza South
Maxwell AFB AL 36112-6334

SUBJECT: Preparing Multiple Address Memorandums

1. When your distribution list is too large to place in the MEMORANDUM FOR element and the DISTRIBUTION element or complete mailing addresses are used, list addresses on a separate page.

- a. Circle, underline or highlight each addressee's copy.
- b. Note that "courtesy copy to" will also be listed on your distribution list.

2. The complete mailing address must be reflected in the "FROM:" element if one or more of the addressees are not located on Maxwell AFB.

(4 blank lines)

JOHN A. NEUBAUER (indented 4.5")
Colonel, USAF
Commander

Attachments:

1. HQ USAF/XO Memo, 4 Jun 02
2. HQ AETC/DO Memo, 12 May 02

DISTRIBUTION:
(listed on next page)

AU/CC

55 LeMay Plaza South, Suite
Maxwell AFB AL 36112-6335

2 AF/CC

721 Hangar Road, Suite 102
Keesler AFB MS 39534-2804

19 AF/CC

73 Main Circle, Suite 1
Randolph AFB TX 78150-4549

12 FTW/CC

1 Washington Circle, Suite 1
Randolph AFB TX 78150-4559

14 FTW/CC

555 7th Street, Suite 201
Columbus AFB MS 39710-1000

17 TRW/CC

184 Fort Lancaster Avenue, Suite A
Goodfellow AFB TX 76908-4410

37 TRW/CC

1701 Kenly Avenue, Suite 242
Lackland AFB TX 78236-5155

42 ABW/CV

50 LeMay Plaza South
Maxwell AFB AL 36112-6334

47 FTW/CC

561 Liberty Drive, Suite 6
Laughlin AFB TX 78843-5230

56 FW/CC

7224 North 139th Drive
Luke AFB AZ 85309-1420

58 SOW/CC

4249 Hercules Way SE
Kirtland AFB NM 87117-5861

59 MDW/CC

120 220 Bergquist Drive, Suite 1
Lackland AFB TX 78150-5300

71 FTW/CC

246 Brown Parkway, Suite 224
Vance AFB OK 73705-5015

80 FTW/CC

1911 J Avenue, Suite 1
Sheppard AFB TX 76311-2051

81 TRW/CC

Chappie James Avenue, Suite 204
Keesler AFB MS 39534-2604

82 TRW/CC

419 G Avenue, Suite 1
Sheppard AFB TX 76311-2941

97 AMW/CC

100 Inez Blvd, Suite 1
Altus AFB OK 73523-5047

314 AW/CC

1250 Thomas Avenue, Suite 106
Little Rock AFB AR 72099-4940

325 FW/CC

445 Suwannee, Suite 101
Tyndall AFB FL 32403-5541

336 TRG/CC

811 W. Los Angeles Avenue, Suite 101
Fairchild AFB WA 99011-8648

381 TRG/CC

1472 Nevada Avenue, Suite 112
Vandenberg AFB CA 93437-5327

479 FTG/CC

8248 Knights Way
Moody AFB GA 31699-1801

Attachment 7

PERSONAL LETTER FORMAT



DEPARTMENT OF THE AIR FORCE
42D AIR BASE WING (AETC)
MAXWELL AIR FORCE BASE ALABAMA

Colonel John A. Neubauer, USAF
Commander, 42d Air Base Wing
50 LeMay Plaza South
Maxwell AFB AL 36112-6334

Lieutenant Colonel Ronald J. Staffer, USAF
Vice Commander, 99th Fighter Wing
15 X Street, Suite 14
Laughlin AFB TX 12343-1234

Dear Colonel Staffer

The personalized letter format requires indented paragraphs and the placement of the complimentary close and signature element. Do not date the letter when requesting a command section signature.

Spell out the rank in both the return address block and the salutation. The salutation for all general officers is simply Dear General (last name); for Lieutenant Colonels, use Dear Colonel (last name); for First and Second Lieutenants, use Dear Lieutenant (last name); for Chief Master Sergeants, use Dear Chief (last name); for all NCOs, use Dear Sergeant (last name) and for all airmen, use Dear Airman (last name). If in doubt, check it out in the Tongue and Quill.

Sincerely

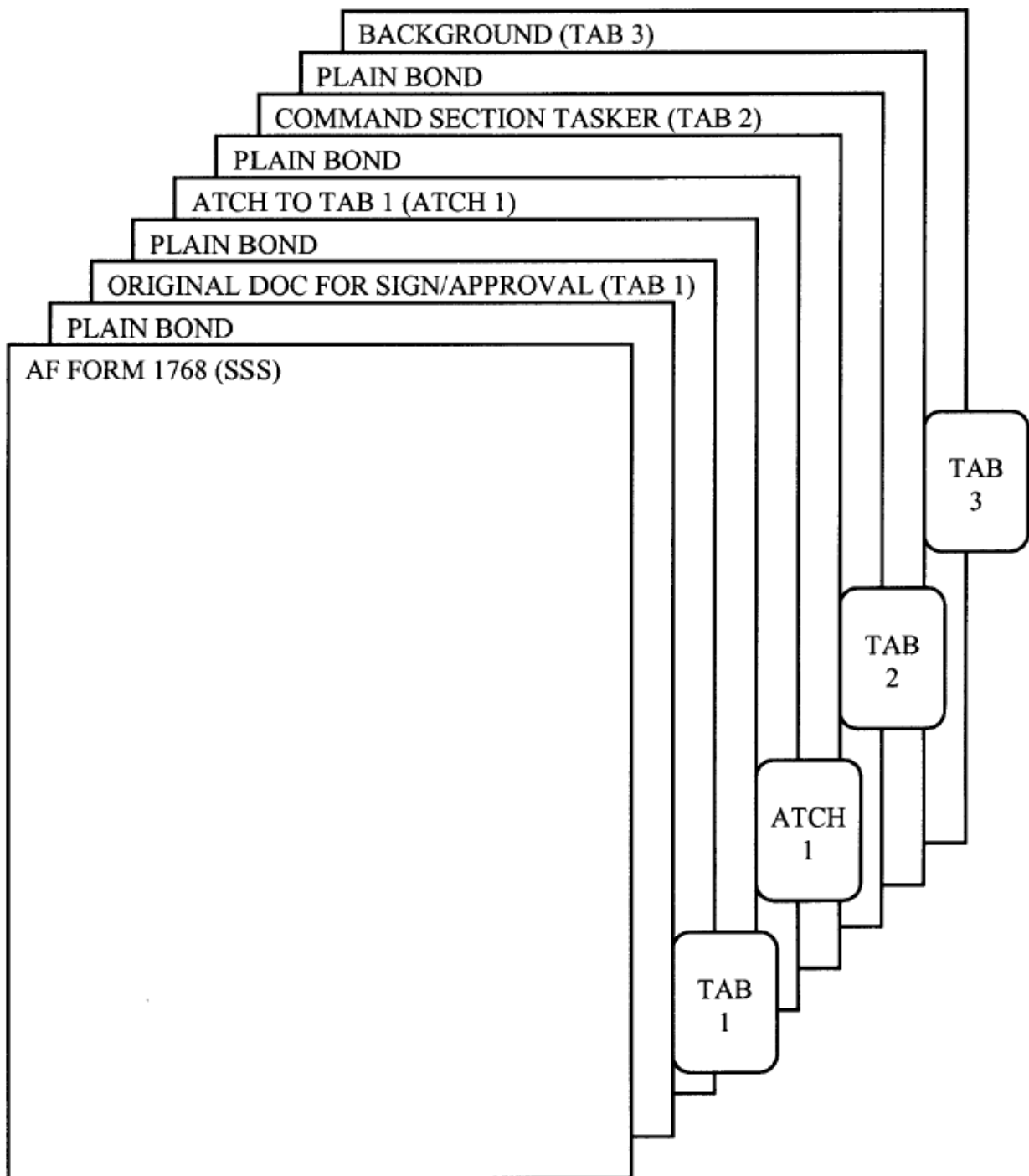
(4 blank lines)

JOHN A. NEUBAUER (indented 4.5")
Colonel, USAF

Do not include the duty title in the signature element when using this format.

Attachment 8

PACKAGE ASSEMBLY FORMAT



Attachment 9

ATTENDANCE LIST AND READ AHEAD FORMAT

From: 42 CS/CC

Sent: Friday, July 26, 2002 5:46 PM

To: 42 ABW/CCE Inbox

Subject: INFORMATION BRIEFING: 26 Aug 02, 1500-1600, Defense Message System Capabilities Briefing

MEMORANDUM FOR 42 ABW/CC

FROM: 42 CS/CC

SUBJECT: Defense Message System (DMS) Capabilities Briefing

1. Purpose: To provide CC with background info on the DMS Capabilities Briefing that will go to CSAF on 30 August.
2. Background: The DMS Capabilities briefing is a combined effort between SC and XP and will be used as the shell to write a White Paper for CSAF approval. AETC/CC has already seen and approved the briefing.
3. Requirements: (two podiums, glass of water, easel, etc.)
4. POC is Mr. John Doe, ext 3-6954.

//SIGNED//

MICHAEL HILL, Major, USAF
Commander, 42d Communications Squadron

Attachments:

1. File: DMS Capabilities

cc:

HQ 42 ABW/CCE/CCS/CVS

Attachment 10

EVENT BRIEF FORMAT

SUBJECT

NAME OF GUEST/EVENT

TIME/DAY/DATE

TABLE OF CONTENTS

1. Event Brief
2. Background Information
3. DV Attendees (BIOS)
4. Maps/Diagrams

CC _____

CCE _____

CCS copy provided

CV copy provided

CCX copy provided

Driver copy provided

CCP _____

Name of Project Officer _____

**OFFICE OF (APPROPRIATE GROUP), HEAD QUARTERS 42D AIR BASE WING
MAXWELL AIR FORCE BASE ALABAMA**

SUBJECT

TITLE

TIME/DATE

*As of: 11/7/04 11:20 AM***Project Officers Dress**

Name of project officer, DSN #, office symbol Dress for the event; specify uniform (not uniform of the day). *Brief overview of your event, for example, General X will officiate Col Smith's retirement...*

MEMENTO EXCHANGE: N/A

INCLEMENT WEATHER PLAN: N/A

DISTINGUISHED GUEST (Bios at Tab 2):

Name Title

List all distinguished visitors BG and above Duty Title

Monday, 20 Nov 2000 Dress: Business Suit

1820 General XXXX departs One Main Circle for Trinity University, Laurie Auditorium via CC sedan with driver and aide

(Map at Tab 3)

1845 Arrive Trinity University, Laurie Auditorium

Proceed to door One (diagram at Tab 3)

Met by a member of Trinity University's Development Office

Escorted to seat (diagram at Tab 3)

NOTE: Empty reserved seats will be opened to general public at 1915

1930 Lecture Begins

2030 Lecture Ends

A reception will be held in Chapman Graduate Center Great Hall immediately following the lecture.

NOTE: Members of Trinity University Development office will escort all distinguished visitor (DV) attendees to the reception. General departs Trinity University via CC sedan with driver and aide